

7 - Managing Performance - Taking responsibility for one’s own or one’s employees’ performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • With his/her manager, sets goals that are realistic but challenging • With his/her manager, clarifies general expectations • Obtains the information, resources, and training needed to accomplish his/her work effectively • Is reluctant to notify his/her manager about any problems that affect his/her ability to accomplish planned goals • Occasionally seeks performance feedback from his/her manager • Prepares a personal development plan with general goals • Seeks to develop skills needed for effectiveness in current job 	<ul style="list-style-type: none"> • With his/her manager, sets specific, measurable goals that are realistic but challenging, with dates for accomplishment • With his/her manager, clarifies expectations about what will be done and how • Enlists his/her manager’s support in obtaining the information, resources, and training needed to accomplish his/her work effectively • Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals • Seeks performance feedback from his/her manager and from others with whom he/she interacts on the job • Prepares a personal development plan with specific goals and a timeline for their accomplishment • Takes significant action to develop skills needed for effectiveness in current or future job 	<ul style="list-style-type: none"> • With his/her manager, sets specific, measurable goals that are realistic but challenging, with key milestones and dates for accomplishment • With his/her manager, clarifies expectations about what will be done, how, and when • Enlists his/her manager’s direction and support in obtaining the information, resources, and training needed to accomplish his/her work effectively; keeps manager informed of their value and effectiveness • Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals; suggests actions to deal with problems • Regularly seeks specific performance feedback from his/her manager and from others with whom he/she interacts on the job • Prepares a personal development plan with specific goals and a timeline for their accomplishment; obtains input and feedback from manager • Takes significant action to develop skills needed for effectiveness in current or future job; obtains input, coaching, and feedback from manager

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Supervisor/ Manager	<ul style="list-style-type: none"> • Ensures that employees have goals • Sets and communicates performance standards • Encourages employees in their efforts to achieve job goals • Strives to stay informed about employees’ programs and performance through formal methods (e.g., status reports) • Provides performance feedback, as soon as possible after an event • Deals with performance problems; lets people know what is expected of them 	<ul style="list-style-type: none"> • Ensures that employees have clear goals and responsibilities • Works with employees to set and communicate performance standards that are specific and measurable • Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer) • Keeps informed about employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around) • Provides specific performance feedback, both positive and corrective, as soon as possible after an event • Deals firmly and promptly with performance problems; lets people know what is expected of them and when 	<ul style="list-style-type: none"> • Ensures that employees have clear and measurable goals and responsibilities; employees know what is expected of them • Works with employees to set and communicate performance standards that are specific and measurable; employees clearly understand how their performance will be will be measured • Coaches employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals • Regularly tracks progress of employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around); anticipates and deals with issues in a proactive manner • Provides specific performance feedback, both positive and corrective, as soon as possible after an event; improves employee performance • Anticipates and deals firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance

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Director/ Executive	<ul style="list-style-type: none"> • Ensures that employees have clear goals and responsibilities • Works with employees to set and communicate performance standards that are specific and measurable • Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer) • Keeps informed about employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around) • Provides specific performance feedback, both positive and corrective, as soon as possible after an event • Deals firmly and promptly with performance problems; lets people know what is expected of them and when 	<ul style="list-style-type: none"> • Ensures that employees have clear and measurable goals and responsibilities; employees know what is expected of them • Works with employees to set and communicate performance standards that are specific and measurable; employees clearly understand how their performance will be will be measured • Coaches employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals • Regularly tracks progress of employees’ programs and performance through both formal methods and informal methods; anticipates and deals with issues in a proactive manner • Provides specific performance feedback, both positive and corrective, as soon as possible after an event; improves employee performance • Anticipates and deals firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance 	<ul style="list-style-type: none"> • Champions the need in the organization to ensure that all employees have clear and measurable goals and responsibilities; works to ensure all employees know what is expected of them • Demonstrates a passion for working with employees to set and communicate performance standards that are specific and measurable; ensures employees clearly understand how their performance will be will be measured • Helps other leaders to coach employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals • Creates a culture that regularly tracks progress of employees’ programs and performance through both formal methods and informal methods; anticipates and deals with issues in a proactive manner • Drives self/organization to provide specific performance feedback, both positive and corrective, as soon as possible after an event; coaches other leaders on how to improve employee performance • Is well known in the organization for anticipating and dealing firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance